

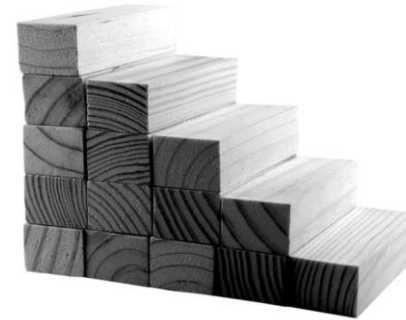


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CIPD Wellbeing at Work Conference

# **BUILD BACK RESPONSIBLY TO DRIVE SUSTAINABLE EMPLOYEE WELLBEING**



Louise Aston, Wellbeing Director



@bitc #mentalhealthatwork #buildbackresponsibly

# BUSINESS IN THE COMMUNITY

**We are the oldest and largest business-led membership organisation dedicated to responsible business**

**We inspire, engage and challenge members** and we mobilise that collective strength as a force for good in society to:

- Create a skilled, inclusive workforce today and for the future
- Build thriving communities in which to live and work
- Innovate to repair and sustain our planet



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# BITC RESPONSIBLE BUSINESS MAP



## SUSTAINABLE DEVELOPMENT GOALS



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# **BUILD BACK RESPONSIBLY LESSONS LEARNED**

- Wellbeing & the environment have come to the fore
- Elevation of mental health on a par with physical health & safety
- The importance of psychological safety and inclusion
- People first – kindness, empathetic and compassionate leadership
- Responsible business stepping up
- Taking remote / flexible working to scale
- Less commuting / business travel
- Cleaner environment / connecting with nature
- Time with family, accommodating caring responsibilities
- Using tech for good – connecting, playing, staying fit
- Enjoying hobbies – gardening, baking, reading



# BUILD BACK RESPONSIBLY **CONTEXT**

- Physical and mental health pandemic
- Social and economic uncertainty
- Recession / ending of furlough scheme / unemployment
- Climate emergency
- Transformation of job and work design
- Frontline vs hybrid/remote working – avoiding 2-tier approach
- A tailored, personalised approach to employee wellbeing
- Widening of inequalities
- Death, bereavement and grief
- Domestic abuse
- Suicide risk



# WORKWELL MODEL

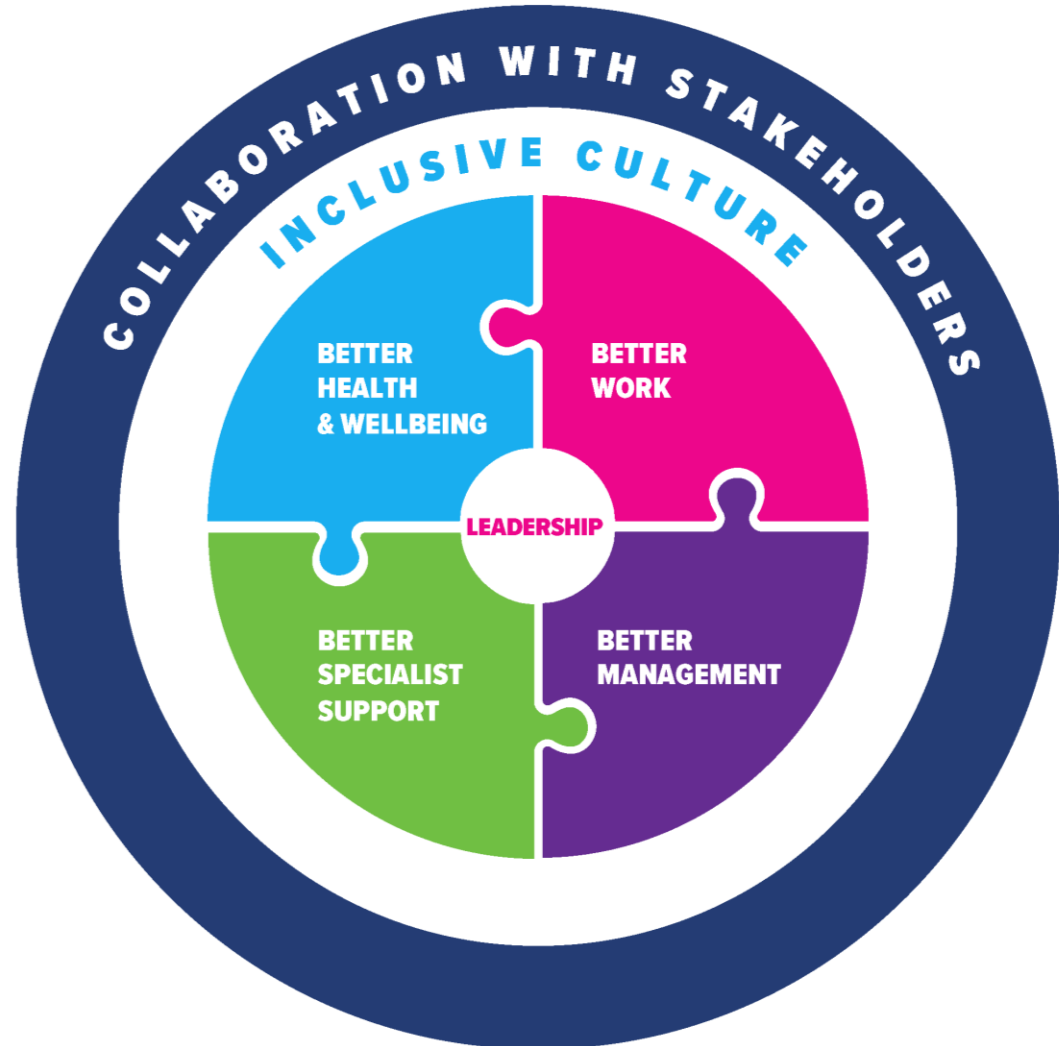
An evidence-based framework  
for embedding health & wellbeing  
into organisational culture

Takes a sustainable, whole person,  
whole organisation approach

Creates an environment where employees  
can make informed, healthy decisions

A 3-pronged approach:

1. Prevention
2. Early intervention
3. Active rehabilitation



# REDESIGN JOBS THAT DRIVE SUSTAINABLE EMPLOYEE WELLBEING, BUILDING ON THE NEW WAYS OF WORKING SINCE COVID-19

Underpinned by a culture that promotes health and wellbeing

- People first
- Leading with empathy, compassion and inclusion
- A personalised, tailored approach
- Promoting healthy people & a healthy planet accelerated by a sustainable approach

**ECONOMIC & SOCIAL  
UNCERTAINTY**

Inclusion and environment lenses

**Job design, job quality + psychological safety which enhance wellbeing**

Reasonable expectations workload and pressure  
Purpose, flexibility, autonomy  
Mental, physical, financial and social wellbeing

**Good work for all**

Fair pay and benefits  
Structure and security  
Skills

**Whole organisation**

Accountability, policies + measurement  
Leadership and line management

**Good physical working conditions, actively connecting with green spaces**

For remote and on-site working  
Enhancing the natural environment

Job design

Work design and sustainability

**A new psychological contract to support the new normal in uncertain times**

# PSYCHOLOGICAL SAFETY DEFINITION

**Psychological safety** is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes."

Prof Amy Edmondson, Harvard Business School



# FOSTERING PSYCHOLOGICAL SAFETY



# PSYCHOLOGICAL SAFETY



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# LACK OF PARITY BETWEEN PHYSICAL & PSYCHOLOGICAL SAFETY

*41% of employees have experienced poor mental health related to work in the past year\**

- New international ISO 45003 Psychological health and safety at work Standard - managing psychosocial risks guidelines
- Discretionary standard due to be launched Summer 2021
- Positioned as part of safety, alongside other health and safety issues
- Focus on harm prevention and risk management

# DRIVING SYSTEMATIC RESPONSES TO THE CLIMATE & HEALTH CRISES

- Identified the need to act simultaneously on climate change and health
- Explored interconnected nature of issues and strategies for change using the UN Global Compact's Action Platform for Health's framework with opportunity for ongoing engagement;
- Wellbeing leadership team approach presented to frame the discussion;
- Broad support for employer actions:
  - need for a compelling narrative and stepped-up action linking the two
  - focus on active travel and avoidance of non-essential international travel
  - greening spaces and connection to nature
  - opportunities through Environmental, Social and Governance (ESG)



# **MENTAL HEALTH AT WORK 2020 YOUNGOV SURVEY INSIGHTS**



# THE STATE OF THE NATION

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**41%**

of employees  
have experienced  
poor mental health  
related to work  
in the past year

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**51%**

of those affected  
put it down to  
pressure at work

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**76%**

of employees felt  
that colleagues  
and

**69%**

of line managers  
are being  
considerate of  
mental wellbeing

---

**62%**

of managers have  
had to put the interest  
of the organization  
above the wellbeing  
of their colleagues

## LARGER ORGS & SME COMPARISON

**50%**

of employees felt  
that their organization  
supported their  
mental health well

Larger orgs

**54%**

SMEs

**45%**

**42%**

of employees felt  
their employer had  
provided advice or  
services to support  
their wellbeing

Larger orgs

**49%**

SMEs

**31%**

**17%**

of employees  
disclosed  
experiencing a  
MHP to either their  
manager or HR

Larger orgs

**20%**

SMEs

**12%**

**37%**

of CEOs and boards  
are deemed  
considerate

Larger orgs

**34%**

SMEs

**42%**

# WORK & NON-WORK RELATED CAUSES OF POOR MENTAL HEALTH

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**41%**

of employees have experienced poor mental health where work was a contributing factor in the last year

9% stated that their mental health problems were in part caused by COVID-19 as a cause of their symptoms

2019

**39%**

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**54%**

of employees have cited poor mental health due to causes outside of work

a third listed COVID-19 as a cause of their symptoms

2019

**51%**



# CAUSES OF POOR MENTAL HEALTH WHERE WORK WAS A CONTRIBUTING FACTOR

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**51%**

of employees cited  
that it was due to pressure

2019

**52%**

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**54%**

of women are more likely  
to list pressure as a key  
factor

compared to

**48%**

of men

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**35%**

due to workload, long  
hours and lack of annual  
leave

2019

**36%**

# INCREASED SUPPORT & WILLINGNESS TO TALK ABOUT MENTAL HEALTH

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**63%**

of employees  
feel that their organisation  
supports their mental  
health

2019

**55%**

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**56%**

of employees  
feel comfortable talking  
about mental health  
In the workplace

2019

**51%**

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**63%**

of employees who told  
their employer about a  
mental health concern  
had a positive outcome

# INCREASING NUMBER OF EMPLOYEES ARE NOT TALKING TO ANYONE ABOUT THEIR MENTAL HEALTH ISSUES

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**30%**

of employees affected by poor mental health admit to telling nobody about it

2019

**27%**

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**35%**

of men have kept mental health symptoms to themselves

compared to

**26%**

of women



# **SPOTLIGHT ON LINE MANAGERS**



# INCREASED SUPPORT FOR EMPLOYEE WELLBEING

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**58%**

of employees believe  
their manager has  
communicated well  
during COVID-19

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**48%**

of employees would feel  
comfortable talking to  
their manager about  
mental health

2019

**44%**

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**70%**

of line managers report  
that they have  
supported their team  
during COVID-19

# INCREASED RESPONSIBILITY AND COMPETENCE FOR EMPLOYEE WELLBEING

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**79%**

of line managers believe  
the wellbeing of those  
they manage is their  
responsibility

2019

**73%**

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**72%**

of line managers said  
supporting the wellbeing  
of those they manage is  
a core competency of  
their job role

2019

**69%**

---

**71%**

recognise the potential  
symptoms of mental  
health problems in the  
people they manage

2019

**67%**

# TOP REQUEST FROM LINE MANAGERS

## TRAINING

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**28%**

of line managers have received mental health related training.

**2019**

**21%**





**BUILD BACK RESPONSIBLY**  
**PUT WELLBEING AT THE**  
**HEART OF BUSINESS**  
**PLANNING AND JOB DESIGN**





# CALLS TO ACTION

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- 1** Elevate mental health and safety on a par with physical health and safety, using the six standards set out in the Mental Health at Work Commitment as a framework for action.
  - 2** Redesign jobs that promote long-term mental health, building on the new ways of working since COVID-19.  
Avoid employee burn-out by recognising pressure and workload are the biggest drivers of work-related poor mental health.
  - 3** Do not shy away from challenging issues; update your policies on domestic abuse, suicide and bereavement.
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# SIGN UP TO THE MENTAL HEALTH AT WORK COMMITMENT

**We're putting employee mental health at the heart of post-pandemic recovery.**

Take the first step, too, and sign up to the Mental Health at Work Commitment today.

[mentalhealthatwork.org.uk/commitment](https://mentalhealthatwork.org.uk/commitment)

**MENTAL  
HEALTH  
AT WORK**

## Mental Health at Work Commitment webinar series

**CIPD**



This is *me*™  
in the City



**MENTAL  
HEALTH  
AT WORK**

Curated by



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# UNDERPINNED BY 6 STANDARDS

1. Prioritise mental health in the workplace by developing and delivering a systematic programme of activity
  2. **Proactively ensure work design and organisational culture drive positive mental health outcomes**
  3. Promote an open culture around mental health
  4. Increase organisational confidence and capability
  5. Provide mental health tools and support
  6. Increase transparency and accountability through internal and external reporting
- 



# RESPONSIBLE BUSINESS MANIFESTO



## TIME TO FIX UP

Our big chance for business to build back responsibly



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# JOIN THE NETWORK FOR CHANGE

For further information and our campaign and advice on workplace wellbeing please contact [Louise.Aston@BITC.org.uk](mailto:Louise.Aston@BITC.org.uk) or [Kate.Hinder@bltc.org.uk](mailto:Kate.Hinder@bltc.org.uk)

Please also visit our website for more information about who we are, what we do and how you can Join The Network For Change: [www.bitc.org.uk](http://www.bitc.org.uk)



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